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BAPv5

Option D :
Manager.

Option E :
Competitor

Correct Answer: A,B,C

Explanation/Reference:

A stakeholder is any person or group who has an interest in or influence over an organisation or project. Stakeholders can be classified into different categories based on their relationship with the organisation or project. One possible classification is the stakeholder wheel, which identifies six generic stakeholder categories: owner, partner, supplier, customer, regulator and competitor. Therefore, options A, B and C are correct answers, as they represent three stakeholder groups that are involved in the scenario. Owner refers to the person or group who owns or controls the organisation or project. In this case, it is the two people who each own 50% of AlpineTrails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefits. In this case, it is WalkNation, who has agreed to work with AlpineTrails to provide special holidays for its members. Supplier refers to the person or group who provides goods or services to the organisation or project. In this case, it is the hotels, transport and equipment providers that AlpineTrails books for its customers. Option D is not a correct answer, as manager is not one of the generic stakeholder categories defined in the stakeholder wheel. Manager refers to the person or group who oversees or coordinates the activities of the organisation or project. In this case, it could be either one of the owners of AlpineTrails or someone appointed by them. Option E is not a correct answer, as competitor is not represented in this scenario. Competitor refers to the person or group who offers similar or alternative goods or services to the same market as the organisation or project. In this case, it could be another company that specialises in offering tailored walking holidays.

References: BCS Practitioner Certificate in BAP Specimen, page 38.

QUESTION: 6

Paul has been struggling to make his farm profitable for a number of years. Recently, an energy firm has asked him if it can survey his land in order to determine if there is natural gas deep under his fields. If there is, they will pay him for the extracted gas. Paul has discussed this request with his business partner, explaining that he would like to explore the possibility as he feels that any subsequent extraction process is safe, will cause minimal damage to the farm, and will return the farm to profitability. Paul's business partner disagrees, believing that the process for extracting the gas is dangerous, that the machinery will spoil the

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q49-Q54):

NEW QUESTION # 49

ParcelGo is a distribution company. Parcels arrive at its warehouse, where the inbound team use handheld barcode scanners to acknowledge their receipt. Parcels are then loaded onto pallets for onward distribution.

A project has been commissioned to replace the labour-intensive process and introduce a fully-automated system that reads the barcodes of parcels as they pass along a conveyor belt, automatically delivering to the correct area of the warehouse for onward distribution.

Staff from the inbound have informed their manager that about 30% of parcels either do not have barcodes, or the barcodes are obscured. The team currently resolves this issue manually. But the manager is concerned that the new automated system will be able to do this. The staff members are also worried the system will make their roles redundant.

Using a holistic approach, which element of the POPIT model needs further investigation in order to address the team's concerns?

- A. Information and technology
- B. People and organisation
- C. Process and technology
- **D. People and process**

Answer: D

Explanation:

The elements of the POPIT model that need further investigation are people and process. This is because the staff members have raised concerns about the compatibility of the new automated system with the current process of handling parcels without barcodes or with obscured barcodes, as well as the impact of the system on their job security. These concerns relate to the people element, which covers the roles, skills, attitudes, and behaviors of the staff, and the process element, which covers the activities, tasks, and procedures involved in delivering a service or product. Option C is the correct answer.

Reference:

POPIT Model - Four View Model | Taking A Holistic Perspective | BusinessAnalystMentor.com The POPIT™ Model | A Practical Guide To Delivering Results

NEW QUESTION # 50

A business analyst has created a Business Activity Model (BAM) for a sales call centre. The model includes the following activities:

- * Take control actions.
- * Define telesales skills.
- * Monitor call quality.
- * Determine sales targets.
- * Research target customers.

Which three activity categories are represented in the list?

- **A. Planning, Monitoring, and Controlling**
- B. Doing, Enabling, and Monitoring
- C. Doing, Planning, and Enabling
- D. Enabling, Planning, and Controlling

Answer: A

Explanation:

The glossary definition of a Business Activity Model states that it contains five activity types: Planning, Enabling, Doing, Monitoring, and Controlling. In the provided list, we can map each activity to these categories using the documented explanations and examples. "Monitor call quality" is clearly a Monitoring activity, because monitoring activities measure performance and check whether expected results are being achieved. "Take control actions" is a Controlling activity. The guidance explains that when monitoring reveals performance is not as expected, control activities are required to institute remedial actions, and it provides an explicit example of a control activity ("Take control action") on a BAM.

The remaining activities-"Define telesales skills," "Determine sales targets," and "Research target customers"-are Planning activities. The documentation describes planning activities as those that set direction for the business system, including defining numbers/skills needed and setting targets/KPIs. It also shows examples such as "Define target customers," "Define nos/skills," and "Define sales targets" as planning items on a BAM.

None of the listed items are Doing (the core operational delivery activity) or Enabling (acquiring/replenishing resources). Therefore, the three categories represented are Planning, Monitoring, and Controlling.

NEW QUESTION # 51

A group of stakeholders at FlyMe travel operators are in a meeting to discuss the Business Activity Model (BAM) for a new subsidiary business. They are planning to launch a new offering, which will offer 'flight bundle' packages for organization that regularly need to send their staff overseas. The following activities have been identified so far:

- a) Monitor 'flight bundle' sales
- b) Sell 'flight bundles'
- c) Determine demand amongst existing customers
- d) Identify potential airline earners
- e) Determine 'flight bundle' locations,
- f) Define bundle pricing.

Although the Operations Director for FlyMe is supportive of the new business proposition, she is not entirely convinced there is a gap in the market, nor is she confident that the idea will be profitable.

With these concerns in mind, which planning activities will she be keen to ensure are discussed before the meeting ends?

- A. a, c and f
- B. a, b, d and e.
- C. b, d and e
- **D. c and f**

Answer: D

Explanation:

Explanation

The Operations Director for FlyMe is concerned about the market demand and profitability of the new business proposition.

Therefore, she will be keen to ensure that the planning activities that address these concerns are discussed before the meeting ends.

These activities are c and f, as they involve determining the demand amongst existing customers and defining the bundle pricing.

These activities will help to assess the feasibility and viability of the new offering. Option A is the correct answer.

NEW QUESTION # 52

You're the business analyst for a marketing campaign aimed at launching a new product line for your company. The campaign involves multiple tasks and requires input from various team members. You assign the task of designing the promotional materials to a graphic designer.

What role would the graphic designer typically play in the RACI matrix?

- A. Accountable
- **B. Responsible**

Answer: B

Explanation:

A RACI chart (linear responsibility matrix) clarifies who does what for key deliverables and tasks, using the categories Responsible, Accountable, Consulted, and Informed. The text defines Responsible as the person or role responsible for creating/developing the product or performing the task. It defines Accountable as the person who will "carry the can" for the quality and ultimate ownership

of the product or task-often a senior role such as the project sponsor being accountable for the business case. In this scenario, the graphic designer has been assigned the work of designing the promotional materials. That is direct execution: they are the person performing the task and producing the deliverable. Under the RACI definitions, that makes them Responsible. "Accountable" would typically be held by the person who owns the outcome and is answerable for whether the promotional materials meet campaign objectives and brand standards-commonly the marketing lead, product manager, or campaign owner-rather than the specialist producing the asset. The RACI model is used precisely to prevent confusion between "doing the work" (Responsible) and "owning the outcome" (Accountable). Therefore, the graphic designer's typical role in the RACI matrix for this task is Responsible (A).

NEW QUESTION # 53

A software development company has been receiving increased customer complaints about the user interface of their new mobile app, leading to a drop in user engagement and app downloads.

Which of the following will enable a business analyst to identify the root causes of the problematic attitudes observed by the company?

- A. Rich pictures
- B. Mind map
- C. Empathy map

Answer: A

Explanation:

The technique that best supports identifying root causes of problematic attitudes is the rich picture. The documentation explains that many problematic business situations have "human and cultural aspects" that traditional structured models (like process or data models) cannot capture well. These aspects include differing viewpoints, misunderstandings, stress, dissatisfaction with management, frustration at inadequate resources, and other "people" factors that can directly affect outcomes. A rich picture explicitly enables the analyst to document these human factors alongside information flows and other issues, because it is intentionally unstructured and allows a "brain dump" of what is happening and how people feel about it.

The guidance also positions rich pictures as particularly useful in messy situations with multiple causes, helping the analyst see connections between issues and progressively enrich understanding as new information emerges. This matters in the scenario: complaints about the UI may reflect deeper causes such as poor navigation, unclear content, inconsistent interaction patterns, internal constraints, or misalignment between user expectations and design choices-plus stakeholder tensions about priorities. A rich picture is designed to surface and connect these causes and perceptions early in investigation.

A mind map can help structure information, but the rich picture is explicitly highlighted as the technique that captures the essence of the whole situation, especially where attitudes and cultural factors are significant.

NEW QUESTION # 54

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